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January 16, 2020



*External Communication to Customers: Business Continuity Disclosure Statement*

Thermo Fisher recognizes the threat to our business operations posed by disasters, crises and other emergencies. Accordingly, Thermo Fisher Scientific stands committed to taking action to maintain its organizational resiliency and continuation of its critical business operations, whether through prevention, mitigation, preparation, response or recovery.

This disclosure statement outlines Thermo Fisher's business continuity program as it relates to disaster recovery, emergency management and crisis management.

We initiate planning under our program by conducting a Risk Assessment and a Business Impact Analysis (BIA) of the subject site. The Risk Assessment and BIA identifies Thermo Fisher colleagues, technology, operations, supply chain, and third party service providers necessary to support business critical functions during an outage, of uncertain duration, that adversely effects the subject site. Each site then uses this information to prioritize recovery procedures. Each subject site also uses such information to develop a business continuity plan for review by a Business Continuity Management team comprised of leaders from the subject sites. The Business Continuity Management team will review the proposed plan to ensure compliance with operative guidelines and the internal consistency of the plan's requirements with the demands of various functional stakeholders at the site.

Business and technical recovery strategies vary to make appropriate use of both internal and external capabilities and resources. So, for instance, recovery strategies may include execution of business continuity plans, use of vendor recovery solutions, relocation to sister, or alternate, sites, workload shifts, manual workarounds and working from a remote location. In addition, information technology system recovery strategies include execution of data retention, restoration, and backup procedures.

Through subsequent testing, we seek to verify the resources and requirements identified as necessary for the recovery of critical business functions during the BIA, as well as recovery time objectives (RTOs) therefore outlined during the BIA process.

While no plan is effective without proper training, exercise, testing and documentation, Thermo Fisher continues to support the development, modification and maintenance of program response plans for each business location. These plans include mobilization procedures, notification guidelines, call trees and other pertinent information for the businesses as well as plans for site emergency management, IT disaster recovery, corporate crisis management, and executive management personnel to ensure proper coordination of command and control activities in the event of an emergency.

Insofar as Thermo Fisher's business continuity plans contain proprietary information regarding Thermo Fisher business operations, we decline to make such plans publicly available.

Sincerely,

A handwritten signature in black ink, appearing to read "Travis J. McEwen". The signature is written in a cursive style with a large, stylized initial "T".

Travis J. McEwen, CHMM, CDGP

Director EHS & Dangerous Goods, Business Continuity Coordinator